

Conwy & Denbighshire Youth Justice Business Plan 2012-2015

Contents

Section 1.

National priorities

Local priorities a) Strategic
b) Operational

Section 2.

Structure & governance

Resourcing and value for money

Risk to future delivery

Partnership working

Priorities 12-15

Section 3.

Annual detailed service review and operational plan on 6 themes covering:

- a) Performance
- b) Story behind the data
- c) What did we do
- d) Priorities
- e) Changes in legislation

Risk management plan

Section 1.

National Priorities

The Youth Justice Board for England and Wales (YJB) is a non-departmental public body created by the Crime and Disorder Act 1998. We oversee the youth justice system in England and Wales. We work to prevent offending and reoffending by children and young people under the age of 18, and to ensure that custody for them is safe, secure, and addresses the causes of their offending behaviour.

The 2012-15 strategic aims of the YJB are to:

- prevent offending
- reduce repeat reoffending
- ensure the safe and effective use of custody
- Increase victim and public confidence.

The Youth Justice Plan Cymru describes how local youth justice services operate, the challenges that they face and their plans to overcome potential risks to future delivery. In order to deliver youth justice outcomes youth offending teams must function effectively in two key sectors: criminal justice and services for children and young people. They should be closely aligned and engaged with Children and Young People's Partnerships and Community Safety Partnerships. In Wales, this means that YJSs operate in an environment that is governed by both devolved and reserved lines of accountability to both the UK and the Welsh Assembly Government. For this reason, the YJB works with the devolved administration to ensure that its monitoring and practice improvement activity is appropriate to the delivery of children's services in Wales. This three year plan will focus on six outcomes prioritised by Welsh government and the Welsh YJS:

The 2012-15 priorities for the YJB in Wales are:

- Reduce the number of first-time entrants to the youth justice system in Wales.
- Reduce the rate of proven reoffending for young people.
- Reduce the proportion of young people who receive a conviction in court then being sentenced to custody.
- Increase engagement in education, training and employment of young people in the youth justice system in Wales
- Increase access to suitable accommodation for young people in the youth justice system in Wales.

- Ensure that children and young people in the youth justice system in Wales with identified substance misuse needs gain timely access to appropriate specialist assessment and treatment

Local Priorities

Our customers

Our primary customers are children and young people in the youth justice system, their families and the victims of their crimes. We also work with children and young people and their families to prevent them entering the youth justice system. Secondary customers would include all communities in Conwy and Denbighshire who are affected by the criminal and anti-social behaviour of children and young people that we are trying to reduce and prevent.

What we deliver for Denbighshire/Conwy

Conwy/Denbighshire Youth Justice Service is a statutory multi-agency partnership hosted within Conwy County Borough Council. Our purpose is to prevent children and young people from offending whilst safeguarding their welfare, protecting the public and helping restore the damage caused to the victims of their crimes. Our aim is to make Conwy/Denbighshire an even safer place to live and help young people achieve their full potential in life. We strive hard to work proactively with the two counties diverse population.

Our service strategic priorities for the next 3 years

How our priorities help to deliver the Council's Strategic Ambitions

The Conwy/Denbighshire YJS will contribute to both local authorities strategic aims by making it a safer place to live and work and to enable young people to make a positive contribution to their communities and prevent negative impacts on others.

How our priorities help to deliver the Council's core roles

Actions in the Conwy/Denbighshire YJS plan will contribute to the Council's core role 'to act as a safety net for the most vulnerable people in our county and protect the public' with particular reference to working with partners to deliver a coordinated approach to prolific criminal offenders and making sure vulnerable people are safe in their homes, schools and communities.

Successful delivery of priorities would mean that:

- Children and young people would be law abiding, engaged in positive behaviour and show respect for others
- Parents take responsibility for their children's behaviour.
- Communities believe they get on well together and have confidence in the way that crime and anti-social behaviour is dealt with by local authorities and the police.
- Victims of crime would feel some of the damage caused had been restored and the public would have confidence and feel protected
- Reducing the number of children and young people coming into the youth justice system (first time entrants)
- Reducing re-offending by children and young people
- Reducing the numbers of young people going into custody (prison) either sentenced or on remand

The agreed operational objectives for 2012-15 are: (further specific themed priorities in section 3 of the operational plan)

1. Increase use of partnerships and community agencies to identify problem areas and potential solutions, in order to focus youth crime prevention activities where they are most likely to have a direct impact
2. Ensure the Quality Assurance management Process Policy is followed to evidence regular management oversight of all cases from start to end.
3. A timely and good quality assessment of the individual's vulnerability and *Risk of Harm to others* is completed at the start, as Appropriate to the specific sentence.
4. The Asset assessment and plan of work with the case is regularly reviewed with a frequency consistent with national standards for youth offending services and following any significant change.
5. Further develop young people's participation across the borough, so that they are actively involved in both identifying the issues and areas of concern to them and creating the solutions.
6. Integrate assessments of young people to better identify who is at greatest risk of reoffending, so that interventions can be targeted. With the development of the scaled approach and YRO the effective assessment and identification of Risk in a consistent manner will be central to delivering effective interventions.

7. Embed partnership initiatives to tackle recidivism among young people, in collaboration with the Children and Young People's Partnership, Local Safeguarding Board and schools.

These priorities have been reaffirmed by the YJS Management Board, the Children and Young People Strategic Partnership, the Joint Local Safeguarding board and the Joint Community Safety Partnership. The YJS Management Board through 20011/12 has continued to review the most recent performance figures and have provided feedback to the YJS Manager on the priorities. In 20010-11-12 these have included custodial management, substance misuse and ETE. Progress has been recognised, in particular the success of the prevention agenda, which has resulted in an increase in the awareness of the staff team. In 2010 the service went through its Core Case inspection and the YJS Capacity and Capability Judgement with positive outcomes and it continues to build year on year. This has helped to further consolidate improvements made in performance and the changes made for the YRO and Scaled approach. The above priorities will compliment and continue to improve the positive direction of travel achieved.

Section 2

Structure and Governance

The YJS Board is chaired by the Chief Executive of Conwy. The five statutory partner agencies are represented at an appropriately senior level and the Head of Children's and Families, who line manages the strategic YJs manager, is also a board member. The YJS strategic manager is also a Chair of the CSP implementation group this linkage is helpful in strategically aligning the targets and objectives of these various elements of the approach to youth crime and meeting the needs of the children and young people supervised by the YJS.

The YJS Board meets quarterly and has been moved, to coincide better with the YJB performance reports and tables which are produced quarterly. The Strategic Manager meets individually with the Chair of the YJS Board if any issues arise between meetings and with individual YJS Board members on a regular basis. The Board memorandum of understanding was reviewed and amended in 2010/11 and all partners signed up to the agreement.

The YJS Board has successfully helped to re-focus YJS priorities on performance management and encouraged the managerial and organisational change necessary to achieve better outcomes. An increased focus on the wider Youth Justice System and the related elements in the children's agenda has been an important step towards developing the resource levels and service provision necessary to consistently deliver quality outcomes across Conwy & Denbighshire YJS.

In terms of the Management of the team, the YJS remains structured largely in three units: Business Support Unit, Statutory and custody team and the prevention and specialists interventions team Prevention with three individual members of staff: BDM, SSWP

(Statutory); SSWP (Prevention) responsible for the supervision of staff in their unit/team and the day to day operational delivery of the work of that Unit. Together with the YJS strategic Manager these four members of staff are the YJS Management Team who meets every other week to consider and oversee operational and strategic issues including work arising from the Operational Plan. . There remains a monthly YJS team meeting in order to plan, develop work, disseminate information and promote shared learning and peer support.

Resourcing and value for money

Financial

The YJS Plan for 2007 /8 set out the financial arrangements however the service has not seen any uplift since this time. The settlement from the YJB was reduced by 12% in 2011/12 a further 12% for 2012/13 with a further 12% anticipated cut for 2013/14. The Strategic Manager has made services efficiencies by cutting two contracts with the third sector and not replacing members of the admin team. This has enabled the YJS to maintain its current level of operation with staff who work directly with children and young people. The YJS Management Board has recognised the need for continued levels of financial support to the YJS and have agreed to maintain partnership agencies contribution at the same level of funding to the service for 2012/2013. The service has moved from private rented accommodation to Local Authority stock. This was a positive step forward as it assists the LA with property cost and means the YJS has a more stable base and reduced property overheads. However 2013-15 financial planning is very uncertain due to ongoing financial cuts across all agencies and central government. A further anticipated change over the next three years and from 2013/14 25% of grant funding will be linked to three performance indicators; first time entrants, reoffending rates and reduced use of custody. This also links closely to the proposals in the current Justice Green Paper. These developments place significant challenges on the resources that will be available to deliver the service to its service user group over the period 2012-15.

The YJS must continue to offer value for money by ensuring that we maintain a flexible team structure and an expectation that most staff members will undertake additional tasks and duties when it is reasonable and appropriate to do so. Clarity about roles and responsibilities will continue to be part of ensuring that there is targeting of resources in terms of staffing. The YJS Regular reporting to WAG and the CSP regarding delivery of services against monies provided ensures an oversight and accountability.

Risk to future delivery

The resources allocated to the YJS are a culmination of deliberations and agreements between the agencies that consist of the YJS management Board. These arrangements bring many strengths in financial planning e.g. shared contributions for funding the YJS rather than one agency having to find the full amount] but each of these agencies have differing priorities and also differing pressures on their budgets. The key risk is ensuring that Agencies understand and agree to their responsibilities particularly under section 17 of the CDA 1998 and do not move towards shifting responsibility increasingly to one agency. The YJS has a wide range of funding streams, which can be a strength, but they are all public funding sources and consequently, a proportionate reduction in each should be anticipated over the next three or four years. This added to the grant funding streams could result in a serious deficit of services. The only way forward is to work with other partnerships to ensure the delivery of effective services especially at a preventative level to ensure the reduction of anti social behaviour and crime to ensure that the statutory services are able to address those who do come into the criminal justice system.

Probation: the All Wales Probation Trust has given a clear commitment to a full time Probation Officer remaining in post for 2012/13 with on costs and an additional cash settlement. However it has been made clear that this will be revisited for subsequent years. It is not yet clear as to how each YOT will be looked at other than in terms of a formula that will be applied possibly based on; caseload to number of hours provided? The relevance of numbers of 16+ to allocation of provision? The numbers versus challenge of rurality debate? Regular meetings will occur between Probation and North Wales YJS Managers.

Police: the YJS Police Officer role has been revisited and their commitment to YJS retaining two full time Police Constables has been reduced to one. Discussions with NW police and Wales's probation around the IOM project and the interaction with the YJS could see the sharing or more resources around police intelligence and tracking.

The Deter officer and the prevention team are funded via SCF from the CSP; funding will remain flat for 2012/13 but is uncertain for future years and reductions are anticipated. The future of CSP funding allocations remains very uncertain and the strategic landscape is becoming harder to negotiate with the implementation of the North Wales safer communities' board. Thus there is no guaranteed future provision despite the critical nature of both the deter post and prevention work within the counties. The latter is well established as a positive and vital resource for Conwy/Denbighshire YJS.

The introduction of PCC's could be seen as a risk or an opportunity, initially it will be a risk as a further element of the funding that is directed to YJS's through the YJB current will be extrapolated and redirected to the PCC in Dyfed Powys.

Finally there are clear issues given current and future status of YJB grants. Conwy/Denbighshire YJS funds a considerable number of posts from grant streams. In addition the flat cash grants over the last 2 years this has meant a steady reduction in the numbers of sessional hours able to be contracted. The advent of the Scaled Approach has seen the numbers of statutory contacts increase at the same time as sessional hours have had to be reduced. Dedicated Sessional Staff/hours are the most efficient and cost effective way of delivering Reparation and ISS on evenings and weekends when required. This approach will lead to other staff including qualified case managers undertaking reparation service delivery. This approach does not make best use of resources and has additional implications for the core case management, assessment, intervention planning and effective risk management functions.

Partnership working

The Locality that the YJS operates within and that has been developed over the past 11 years builds upon the strengths of each of the partner agencies that are part of Conwy & Denbighshire.

The YJS in Conwy & Denbighshire remains located at the interface between the Community Safety and children's and young people's agendas, and is structurally well placed to respond to developments over the next 2 years of the PCC and regional footprints. The Strategic manager has been involved heavily with All Strategic Partnerships for example there has been a rise in sexually inappropriate behaviour amongst children and young people across the two areas. The strategic manager has worked with other partners to identify this problem and as a result it is one of the five priorities for the LSCB during 2011/12 and continuing into 12/13.

In Conwy & Denbighshire, the Youth Justice Service is based within children and families services and is geographically located in Colwyn Bay. The YJS works collaboratively with colleagues in Social Care, Education and other Young People's services.

The YJS also forms part of the Community Safety partnership, which is the strategic body responsible for the management of the community safety and substance misuse drugs agenda in Conwy & Denbighshire. It consists of representatives from Police, Probation, YJS and Health; and has a number of Key priority areas. One of these relates to preventing repeat youth crime and alcohol related crime thus the YJS priorities link to this priority area. The Strategic manager sits on the joint executive of CSP, and chairs the implementation group for both counties. The YJS businesses manager works with the North Wales police central crime analyst to gather the appropriate information for the CSP strategic assessment twice a yr and we also share the youth justice plan with CSP.

There is a very complex picture of all the partnership meetings that the strategic manager and her management team attend as mentioned above the three most forefront agenda's that we work along side are CSP, LSCB and CYPP. The YJS manager sits on the joint exec as per guidance for the LCSB and the operational managers sits on operational sub groups. The strategic manager in Conwy and Denbighshire is the regional rep from the North Wales YJS's on the LCJB and feedback comes via the quarterly regional meetings

that we attend. The Strategic Manager provided the North Wales Partnership review with Extensive information and will continue to map the progress of the recommendations as these have direct results for the governance of the YJS.

Overview of partnership working including complementary and conflicting targets:

Conwy & Denbighshire YJS benefits from established partnership engagement with the youth crime agenda. The priority placed by both the Council's and partners on reducing re-offending, youth crime and anti-social behaviour ensures that the contribution of the YJS is critical to meeting key objectives. The strong professional relationships and shared values facilitate the resolution of any potential conflicts. All partners meet with the strategic YJS manager on a regular basis. The YJS took part in a Welsh YJS partnership inspection With CSIW, Estyn and Health. All strategic partners were interviewed and contributed positively to the process.

Children's Services - The YJS has improved its contribution to the safeguarding agenda over the last 12 months providing an annual report and performance indicators on the forward work plan for the LSCB. The Strategic YJS manager is an active member of joint Safeguarding Children Boards and members of the management team participate in the various sub-groups. The SLA's between both children services have been reviewed. A range of presentations are delivered to children services around changes in legislation and youth justice approaches.

Prevention - The YJS holds a monthly prevention panel with partners in taking a proactive role in consolidating and extending the work around anti-social behaviour and the respect agenda so that resources are targeted appropriately and that interventions are effective with a demonstrable evidence base. The YJs Parenting officer and Prevention officers play a key role in engaging with young people and families where there is evidence of early signs or established behaviour likely to lead to young people being at risk of anti social behaviour, social exclusion and offending. This work continues to be funded by Community Safety Partnership SCF money. The strategic manager sits on both sets of corporate parenting meetings and will present reports around youth Justice where appropriate.

Priority and Prolific Offenders - The YJS continues to work with partners to identify targeted offenders and attends regular meetings in localities to further this. The Prevent and Deter strategy is part of the prevention strategy above and sits under the Youth Crime Prevention Panel. The YJS has a dedicated Prolific and Priority offender Officer funded by the CSP. This post aims to reduce repeat juvenile offenders. Statistics from the Crime analyst and YJS show that 16-17yr olds should be target along with violent alcohol related crimes. The strategic manager works closely with the IOM strategic and development group in North Wales to ensure any potential young people moving across to probation are flagged at the earliest opportunity to plan transition and joint working.

Local Criminal Justice Group – The strategic Manager for Conwy/Denbighshire sits on the LCJB and a number of sub groups that compliment and assist with the CSP agenda. The business manager for the LSCB sits on the reducing re offending sub group of the CSP to prevent duplication thus reducing the need for a further set of meetings.

Strategic MAPPA- The Strategic managers sits on the forum for YJS's in North Wales, this ensures the children and young peoples agenda is addressed in this arena and maps YJS performance against MAPPA KPI's. Operational managers sit on various subgroups.

The YJS remains committed to effective partnership working and have strengthened its links with all Partnerships in both Conwy and Denbighshire to ensure resources are best placed and not duplicated to reduce youth crime.

Section 3
Service Review/Operational Plan

1. First Time Entrants (FTE)

Performance		Story Behind the Data		
First time entrants to the youth justice system aged 10-17				
	YOT	North Wales	Wales	
Actual number of FTEs - April 2011 - March 2012	152			Marked efforts continue to have been made in this area. These figures show an extremely positive and healthy overall performance with an average of 38 young people per quarter under this category against 52 from the previous year's statistics. The trend since Q3 2008 has been steadily downward, at that point there were 94 First Time Entrants. The last quarter of 2011/12 had a total of 33 which was the lowest total since Q1/00, the previous lowest being 39 in Q4/01. The change against baseline is an excellent -48.1%.
Predicted 2011/12 rate per 1,000 of 10-17 population	7.53			
% Change - 2011/12 vs 2007/08	-48.1%			
<i>*good performance is typified by negative percentage</i>				
First time entrants (PNC data)				
	YOT	North Wales	Wales	
Actual number of FTEs - Jan - Dec 2011	184	525	2,101	N.B - During this year the MoJ has now started to produce FTE figures using PNC data and reporting them in a rolling 12 month cohort. The latest figures are opposite. The trends, using this new methodology, still show very positive figures but there is a concern over the complete validity of this data as there is a difference between our Case Management System figures and the PNC data. We are in the process of trying to obtain the PNC low level data in order to reconcile these differences.
Jan - Dec 11 rate per 100,000 of 10-17 population	912	804	725	
% Change - vs Jan - Dec 2010	-19.1%	-19.6%	-30.3%	
<i>*good performance is typified by negative percentage</i>				
What did we do				
<ul style="list-style-type: none"> We have been closely involved in the development of work with troubled families across Conwy the service is represented on the families' first project board and the team around the family tasks and finish group. We started to review prevention services across the two counties to make savings due to funding cuts. The YIP in rhyll staffing group has been reduced to reflect the £26,000 cut they received. This piece of work is ongoing to streamline process, making the service more flexible and responsive to area hot spot needs. 				
Priorities 12/13				
<ul style="list-style-type: none"> Continue to seek to influence future funding provision, particularly the Home Office youth crime prevention funding that may be passed to Police and Crime Commissioners (PCCs) in 2013/14. To work collaboratively with commissioners to implement an Intelligent Commissioning program on Youth Crime Prevention and the impact on First Time Entrants / pathways out of early / non-custodial offending and to prepare the service for commissioning by the new Police Commissioners. 				

- Continue to ensure the work of the Prevention Team contributes to the Community Budget work with troubled families or those at risk of becoming troubled families.
- Continue to work with Children’s Services to ensure prevention services across the Counties are well co-ordinated and meet the needs of those most at risk of offending and poor outcomes and therefore of becoming families with complex needs. Working towards the team around the family model.
- Continue to reduce the number of young people entering the Criminal Justice System through the work of the Prevention projects, joint work with Children's Services and work with the Police.
- Expand substance misuse provision available within the service to young people at risk of offending
- Continuing to drive up practice in terms of assessment, intervention planning, and risk and vulnerability planning.
- Reviewing information on First Time Entrants, ensuring preventive activity is targeted at those most at risk.
- Explore with the police and PNC if we can access reliable data

Changes in legislation/Risks

- Conditional cautioning – will mean young people get referred to the YJS for an intervention at an earlier stage, however we are unsure if this will result in more young people coming into the system or a diversionary route that could drop numbers in other disposals.

2. Access to suitable accommodation

Performance		Story Behind the Data		
Access to suitable accommodation				
	YOT	North Wales	Wales	
<i>Number of yp with closed disposals</i>	74	423	2,197	The overall yearly summary is very good. The point change for all sentences is showing as a positive 4.1%, and out of a total of 74 young people there were 68 suitable for accommodation before the start and 71 suitable for accommodation at the end. The percentage point change is well above the North Wales and national average.
<i>Suitable accommodation before the start</i>	68	386	2,037	
<i>Suitable accommodation at the end</i>	71	384	2,052	
% point change -all sentences -start vs end	4.1%	-0.5%	0.7%	The point change for custody is showing as a very satisfactory 10.0%, out of 10 young people, 8 were suitable at the start of custody sentence and 9 were suitable at the start of custody licence.
<i>Number of yp with a closed custody sentence</i>	10	44	190	This area continues to show very positive results.
<i>Suitable accommodation-start of custody sentence</i>	8	37	129	
<i>Suitable accommodation-start of custody licence</i>	9	37	161	

<p>% point change -custody -transfer vs start 10.0% 0.0% 16.8%</p> <p><i>*good performance is typified by a positive percentage</i></p>	
<p>What did we do</p> <ul style="list-style-type: none"> The service has a dedicated accommodation officer to act as a broker with housing services and other relevant partners. The officer continues to work closely with the homelessness unit and children services in Conwy when children present as homeless. We have worked in partnership on the housing joint working protocol. The development of the resettlement panel came to an end in 11/12, we are currently waiting for the evaluation report to be published by the YJB with a set of recommendations on how this work should proceed. 	
<p>Priorities 12/13</p> <ul style="list-style-type: none"> The YJB are funding a 2 year full time resettlement post across North Wales to look at accommodation and resettlement for young people at risk of offending and offending. The post will be looking at the different resources in each county carrying out some research and trends analysis. Another aspect of the role will be to act as a broker with providers and our key partner agencies looking at ways forward for this client group. Look to start the resettlement panel at a strategic level again taking into account the YJB evaluation report recommendations. 	
<p>Changes in legislation</p>	

3. Custodial Convictions

<p>Performance</p> <p>Young people receiving a conviction in court who are sentenced to custody</p> <table border="1"> <thead> <tr> <th></th> <th>YOT</th> <th>North Wales</th> <th>Wales</th> </tr> </thead> <tbody> <tr> <td><i>Number of court disposals - April 2011 - March 2012</i></td> <td>215</td> <td></td> <td></td> </tr> <tr> <td><i>Custodial disposals - April 2011 - March 2012</i></td> <td>15</td> <td>57</td> <td>215</td> </tr> <tr> <td><i>Custody rate - April 2011 - March 2012</i></td> <td>7.0%</td> <td></td> <td></td> </tr> <tr> <td><i>Number of court disposals - April 2010 - March 2011</i></td> <td>290</td> <td>1,077</td> <td>4,497</td> </tr> <tr> <td><i>Custodial disposals - April 2010 - March 2011</i></td> <td>8</td> <td>39</td> <td>250</td> </tr> </tbody> </table>		YOT	North Wales	Wales	<i>Number of court disposals - April 2011 - March 2012</i>	215			<i>Custodial disposals - April 2011 - March 2012</i>	15	57	215	<i>Custody rate - April 2011 - March 2012</i>	7.0%			<i>Number of court disposals - April 2010 - March 2011</i>	290	1,077	4,497	<i>Custodial disposals - April 2010 - March 2011</i>	8	39	250	<p>Story Behind the Data</p> <p>The overall yearly summary is very good but shows a 7.0% custody rate. There were 15 custodial disposals against 216 court disposals. 8 of these custodial disposals were in Q3/11, which were explained at the time as follows:-</p> <p>“A number of extenuating circumstances , including court issues with Xmas (skeleton staff), adjournments and some difficult cases arising at the same time, are seen as the reason for this quarters relatively high figure”</p>
	YOT	North Wales	Wales																						
<i>Number of court disposals - April 2011 - March 2012</i>	215																								
<i>Custodial disposals - April 2011 - March 2012</i>	15	57	215																						
<i>Custody rate - April 2011 - March 2012</i>	7.0%																								
<i>Number of court disposals - April 2010 - March 2011</i>	290	1,077	4,497																						
<i>Custodial disposals - April 2010 - March 2011</i>	8	39	250																						

Custody rate - April 2010 - March 2011

**good performance is typified by a low rate*

2.8%

3.6%

5.6%

As expected the forward trend resumed back to normal with the following quarter (Q4/11) showing the normal trend of 2 custodial disposals.

What did we do

We are committed to ensuring that the use of custody is used as a last resort for young people who are at risk of being remanded or sentenced to custody. In order to minimise the use of remand and minimise the numbers of young people who subsequently receive a custodial sentence, we provide good quality bail support using experienced staff, to maintain the courts' confidence in bail support provision. To reduce the use of custodial sentences, we seek to provide good quality supervisory interventions and maintain the confidence of the courts in our ability to supervise young people effectively and safely in the community. We have also developed the Deter project that works with young people at highest risk of re-offending through the delivery of bespoke packages of support and supervision, including Integrated Supervision and Support (ISS).

- The efficient use of Intensive Supervision and Surveillance, innovative use of Youth Rehabilitation Order sentencing options and working with the courts has avoided the potential negative impact of the introduction of the YRO which could have led to increased use of custody.

Priorities 12/13

- Monitor and seek to influence future developments in remand and custody payment by results
- Work with the CYPS in Conwy and Denbighshire to plan the implementation of the Green Paper proposals to transfer the full costs of remand to the Local Authority and to implement the proposals in the Legal Aid, Sentencing and Punishment of Offenders Bill.
- Maintain the focus on reducing the use of remand and custody by continuing the focus on alternatives.
- Continue to maintain close working relationship with the Courts in order to maintain high levels of confidence in YJS community based interventions and ensure that custody is used as a last resort.

Changes in legislation

The MoJ is transferring the costs of remands to custody to the local authority in 2012/13. Local authorities will become financially responsible for all youth remands to secure accommodation, although responsibility for commissioning and placements will be retained by central government.

Additionally, secure remand for young people will be reformed so that all children under 18 are treated in the same way for remand purposes, rather than treating 17 year olds as adults. All young people who are securely remanded will become "looked after" by the local authority.

4. Re-offending Rates

Performance

Rate of proven reoffending by young people in the youth justice system

Frequency rate after 12 months	YOT	North Wales	Wales
Jul 09 - Jun 10	0.93	0.97	0.97
Jul 08 - Jun 09	1.00	0.93	0.91
Binary rate after 12 months			
Jul 09 - Jun 10	33.6%	34.9%	33.8%
Jul 08 - Jun 09	34.8%	34.6%	33.0%

Story Behind the Data

Year 2011/12

As with the FTE data the MoJ and YJB now report on 're-offending rates' using a new methodology drawn from PNC data and using a rolling 12 month cohort. There are actually 5 rolling cohorts at any one time.

A copy of the latest MoJ re-offending KPI is opposite. This shows an improvement on last year and a better rate than the North Wales or national average.

There were 441 in the current Jul-09-Jun-10 cohort with 148 re-offenders, committing 412 re-offences. This means that the proportion of those re-offending was 33.6, which is below the North Wales average of 34.9% and also below the national average of 33.8%.

As with FTE data there is some concern over the validity of the new methodology as there are anomalies between our Case Management System (Careworks) and PNC data. We are working to try and ascertain these and formulate a plan to counter act the differences, whether this be in reporting or data integrity.

We have produced reports to show historical data and graphs using PNC data provided by the MoJ, going back to Jan07-Dec-07 cohort.

This data will be used in the on-going analysis of re-offending to track changes in performance and highlight areas of expertise and/or development.

What did we do

- We continue to deliver high quality interventions aimed at reducing re-offending by young people. In 2011/12 we continued the practice improvement programme that has resulted in an improvement in the quality and timeliness of assessments and intervention plans for young people at risk of re-offending.
- In 2011, the revised YOS/Probation transfer protocol was launched .

- In September 2011 we took part in an HMIP-led thematic inspection of transition arrangements from YOS to Probation. Initial informal feedback from this inspection was positive and the results will be published in June 2012.

Priorities 12/13

- Monitor and seek to influence Ministry of Justice developments in relation to payment by results for reducing re-offending.
- Continue practice improvement work across the service to achieve further improvements in reducing the risk of re-offending.
- Work with partners to implement the requirements of the Legal Aid, Sentencing and Punishment of Offenders Bill, particularly the changes to pre-court outcomes and the requirement to increase the use of Restorative Justice approaches across all orders, including prevention work.
- Work with the CYPS to manage the transfer of remand costs to the local authority and with partners including the CYPS, Police and Courts to manage the implications of changing the remand legislation to include 17 year olds.
- Building on existing good practice, implement the recommendations from the HMIP-led inspection on transitions from YOS to Probation and ensure that this work is integrated with the wider arrangements to ensure effective transitions from children's to adult services
- Further training and emphasis on the whole family approach model.
- Domestic violence training and intervention programmes
- Ensure that volunteers continue to make a major contribution by providing Panel Members, Short Term Interventions and Mentoring to young people who are at risk of offending and re-offending.
- Continue work to implement new arrangements for the management of Potentially Dangerous People (PDP) together with the police.
- Continue to ensure that the learning from serious incidents, including those completed by the LSCB and Probation, is embedded into the work of the service.

Changes in legislation

The Legal Aid, Sentencing and Punishment of Offenders Bill will be enacted in summer 2012. The key implications for Conwy YJS are:-

Preventing more young people from offending and diverting them from entering a life of crime through simplifying out-of-court proposals. Police and prosecutors will have greater discretion in dealing with youth crime before it reaches court, increasing the use of restorative justice and enabling more flexible use of Referral Orders. This includes the introduction of Youth Conditional Cautions (YCC), which will replace reprimands and Final warnings from April 13. YCCs are an out of court disposal aimed at reducing the number of youths taken to court. Two tiers of cautions will be available: a simple caution, requiring no intervention, and a Youth Conditional Caution where a young person has up to 3 months to comply with the conditions of the caution.

Effective sentencing for young offenders. This includes making custodial sentences for young people a last resort; ensuring that community orders are robustly enforced; reducing the use of remands to custody for young people; returning young people who breach Detention and Training Orders to custody, even if their DTO has expired; transferring remand costs to local authorities; and changing remand legislation to include 17 year olds as children.

5. Engagement in Education, Training and Employment (ETE)

Performance			
Engagement in education, training and employment			
	YOT	North Wales	Wales
<i>Number of yp of statutory school age</i>	54	187	651
<i>Average no. of hrs in ETE per a yp - start</i>	24.3	22.3	19.6
<i>Average no. of hrs in ETE per a yp - end</i>	25.4	22.5	20.8
Percentage change	4.5%	0.8%	5.9%
<i>Number of yp above statutory school age</i>	59	198	1345
<i>Average no. of hrs in ETE per a yp - start</i>	18.7	18.6	12.0
<i>Average no. of hrs in ETE per a yp - end</i>	18.7	17.9	13.4
Percentage change	0.0%	-3.9%	11.7%
<i>*good performance is typified by a positive percentage</i>			

Story Behind the Data
The overall yearly summary for this measure is excellent and continues the overall quarterly trends which are invariably very positive..

Young people of statutory school age (25hrs)
54 young people ended with the service in the year 2011/12. Of these, an average received 24.3 hrs of education at the start and 25.4 hrs at the end of the order; these figures are above the national average hours expected and are very healthy. They are well above the North Wales and national averages for hrs. The percentage change is an excellent 4.5% against 2.5% for the previous 2010/11 year.

Young people above statutory school age (16hrs)
59 young people ended with the service in the year 2011/12. Of these, on average, young people started with 18.7 hrs and finished with 18.7 hrs of employment or training, both figures are well above the national average hours expected and are an extremely healthy result. Again these are well above the North Wales and national averages for hrs.

What did we do

- The service benefited from a ESF bid by a third sector organisation resulting in a part time post for a speech and language therapist being based within the team.
- Staffs have undertaken training delivered by the Communication Trust in assessing Speech Language and Communication Needs so that young people can be referred to specialist services where appropriate.
- We continue to have a seconded careers officers post based within the service until March 2013. This post has been very successful and has exceeded the target of 80 children and young people per year needing careers advice and employment opportunities.

Priorities 12/13

- Ensure that a robust Basic Skills Exit Strategy is in place and implemented.
- Develop a new Education Employment and Training (EET) Action Plan to maximise engagement in EET
- Continue to work with Health and education partners to develop services for children with Speech Language and Communication needs.
- Work in collaboration with Career Wales to secure further funding for the career officer within the YJS

Changes in legislation

6. Substance Misuse (Assessment & Treatment Services)

Performance

Access to appropriate specialist assessment and treatment services

	YOT	North Wales	Wales
Number of yp requiring assessment	58	157	771
Number commencing within 5 days	46	139	671
% commencing within 5 days	79.3%	88.5%	87.0%
Number of yp requiring treatment / services	40	128	635
Number commencing within 10 days	37	116	597
% commencing within 10 days	92.5%	90.6%	94.0%

*good performance is typified by a higher percentage

Story Behind the Data

Following a review of performance and initiatives taken at the end of Q4/10 very marked improvements in this area have continued throughout this year, this is despite a change in staff and of third party support.

The total number of young people identified as requiring an assessment was 58 and 79.3% of these were seen within 5 days, which is against 66.7% for the previous year – a good improvement and the current trend is showing yet further improvements.

40 young people were identified as requiring targeted substance misuse and treatment commenced within 10 days for 92.5%, against 80.6% for the previous year. Again a very good improvement, higher than the North Wales average and currently just behind the national average.

What did we do

During 11/12 the service decommissioned the substance misuse service from Cais to become part of the SMAT contract for children and young people substance misuse service. The contract was awarded to Barnardos, due to this there has been an impact on the performance figures however we are back on track and hoping to make great improvements in the collaboration.

Priorities 12/13

- Increase the commencement of assessment within 5 days to 90%
- Increase the treatment within 10 days to a 100%
- Ensure tier 1 prevention services are offered to prevention cases
- Work in partnership with the provider to ensure tier 3 provision is access and suitably qualified officers are in place to deliver the service.

Changes in legislation

NA

Risk Management

Risk management is a critical element in ensuring the delivery of our key priorities and outcomes. Ownership of all our main risks has been clearly established. Risk management will be active and incorporated into our performance management framework.

Service Objective (Risk area)	Risk Description	Likelihood/ Impact	Key Controls In place (Action already taken)	Further Action to be taken	Residual Risk (After action taken) Target at 31.03.2012	Overall Risk owner	Action Owner (Officer)
Prevent offending/reduce re-offending/reduce use of custody	Significant reduction in resources anticipated in 2013/14, as identified below Proportion of YJ Grant funding will be passed to PCC	High/high High/High	Ensure liaison with PCC Transitions Board.	Stage 3 of Service Review to address required savings whilst minimising impact on services Ensure PCC handbook clearly outlines benefits of funding being passed back to YJS and the risks to performance of this funding not being available	Money may still remain with the PCC and not be available to the YJS	Strategic manager YJS	Strategic Manager YJS

Service Objective (Risk area)	Risk Description	Likelihood/ Impact	Key Controls In place (Action already taken)	Further Action to be taken	Residual Risk (After action taken) Target at 31.03.2012	Overall Risk owner	Action Owner (Officer)
	<p>Youth Justice grant will reduce in 2013/14, and the revision of the grant formula could result in losses of up to £40k for the YOS</p> <p>Reduction in education employment and training resources – end of 3yr convergence funding</p>	<p>Medium/high</p> <p>High /medium</p>	<p>Response to YJ grant consultation provides a reasoned case for the YJB to agree a formula that benefits Conwy & Denbighshire</p> <p>Contract in progress with Career Wales to continue beyond the secondment convergence project end.</p>	<p>Continue to lobby YJB as appropriate</p> <p>Seek Basic Skills Exit Strategy via seeking mainstream provision via colleges, employers, etc.</p>	<p>Reduction in funding of up to £40k</p> <p>Reduction in resources still applies, resulting in risk to outcomes</p>	<p>Strategic YJS manager</p>	<p>Strategic YJS manager</p>

Service Objective (Risk area)	Risk Description	Likelihood/ Impact	Key Controls In place (Action already taken)	Further Action to be taken	Residual Risk (After action taken) Target at 31.03.2012	Overall Risk owner	Action Owner (Officer)
Minimise the use of Remand and	Planned transfer of remand costs to the Local Authority	High/ medium	Joint work with Children services to minimise the impact,	Continue to monitor remands and role of	Remand and custody levels could still increase and costs to local	Strategic manager YJS/head of	YJS strategic Manager,

Service Objective (Risk area)	Risk Description	Likelihood/ Impact	Key Controls In place (Action already taken)	Further Action to be taken	Residual Risk (After action taken) Target at 31.03.2012	Overall Risk owner	Action Owner (Officer)
Custody for children and young people	could result in an increased cost for the Local Authority in future years		including enhancing the provision of alternatives to remand and custody.	CS/YJS	authority rise	CS	Post Court
To improve victim satisfaction and public confidence	A serious incident receives significant negative media coverage	Medium/medium	Lessons from serious incidents continue to be integrated into practice improvements in conjunction with relevant partners.	Monitor risk management and vulnerability management processes to ensure delivery is maintained at a high standard.	Serious incident occurs and receives negative publicity	Strategic manager YJS	All YJS strategic and operational Managers